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Supplement: Ninth Annual IAFIE

*Conference: Expanding the Frontiers
of Intelligence Education*

Article 1

Ninth Annual IAFIE Conference Program

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Ninth Annual IAFIE Conference

Expanding the Frontiers of
Intelligence Education



Union Building East
The University of Texas at El Paso

May 20-23, 2013



**INTERNATIONAL ASSOCIATION FOR INTELLIGENCE
EDUCATION**
Ninth Annual Conference
May 20 – 23, 2013
The University of Texas at El Paso

Welcome to the Ninth Annual IAFIE Conference!
“Expanding the Frontiers of Intelligence Education”

We are most proud of the rich array of panels and keynote speakers that should provide a most worthwhile opportunity to discuss the latest trends of our profession. Despite the fiscal problems of many countries, it is impressive that so many IAFIE members were able to come to El Paso, not only from the United States, but also from all over the world with more than a dozen nations represented. The impressive attendance at this conference is an indicator of IAFIE’s viability and continued membership growth.

We are especially grateful for the outstanding local support to bring this conference to El Paso: Dr. Diana Natalicio, UTEP President, Dr. Patricia Witherspoon, Dean of UTEP’s College of Liberal Arts, UTEP’s Office of University Relations, especially Mr. Frank Montes de Oca III, and the El Paso Conference and Visitors Bureau, particularly Ms. Cathy Stevens.

Most importantly, we must offer special praise to the IAFIE Events Chair and UTEP Professor, Dr. Larry Valero, who first convinced the IAFIE Board to hold its annual conference in El Paso. He then worked tirelessly to organize all aspects of the program, the proof of which you will witness this week. His efforts have been supported most capably by IAFIE’s impressive administrative staff, whom you have probably already met, Ms. Michelle Henderson and Ms. Kristine Pollard of Mercyhurst University.

We are also delighted to be working this year with editors of the *Journal of Strategic Security* to publish our conference proceedings. All IAFIE members and conference participants will receive an electronic copy of this year’s conference proceedings. We are very grateful to Jeremy Tamsett, Editor-in-Chief of the *Journal of Strategic Security* for working with us on this excellent project.

Finally, we are most grateful for the support of generous sponsors and exhibitors, especially American University (AMU), who sponsored our luncheon. In addition, we are pleased to have exhibitors: Routledge, Henley-Putnam, National Intelligence University Press, the Intelligence Community Centers for Academic Excellence (IC CAE) Program Office, and Georgetown University Press.

Because we have such a full offering of presentations, we hope that you will be able to stay for the entire conference program.

Warm regards,

Joseph S. Gordon
IAFIE Chair 2011-13



at al: IAFIE Conference Program
**INTERNATIONAL ASSOCIATION FOR INTELLIGENCE
EDUCATION (IAFIE)**

**Ninth Annual Conference
“Expanding the Frontiers of Intelligence Education”**

May 20-23, 2013

**Location: Union Building East, The University of Texas at El
Paso (UTEP)**

MONDAY, MAY 20, 2013

8:00 am - 4:00 pm Registration
Tomás Rivera Conference Center, 3rd Floor, Union Building

9:45 am - 10:00 am Welcome!
Tomás Rivera Conference Center, 3rd Floor, Union Building

Joseph Gordon, IAFIE Chair

10:00 am - 10:45 am IAFIE Annual Meeting
Tomás Rivera Conference Center, 3rd Floor, Union Building

Joseph Gordon, IAFIE Chair

10:45 am - 11:00 am Break

11:00 am - 12:00 pm Educational Practices Committee Meeting
University Suite, 3rd Floor, Union Building

Michael Collier, Educational Practices Chair
Jonathan Smith, Certification Sub-Committee Chair

12:00 pm - 1:30 pm Open Lunch - Cincinnati Entertainment District

1:30 pm - 3:00 pm Afternoon Sessions

**1. Intelligence Community Centers for Academic Excellence (IC
CAE)**

Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: Marilyn Peterson, Defense Intelligence Agency

Mark Gorman, The University of Texas at El Paso
Melissa Graves, University of Mississippi
Ba-Shen Welch, Miles College, Alabama
Tyler White, University of Nebraska at Lincoln

2. Ethical Challenges in Cybersecurity Education University Suite, 3rd Floor, Union Building

Moderator: Robert Smith, Protectionmetrics LLC

Sandra Hansmann, University of Texas-Pan American

Cynthia Jones, University of Texas-Pan American

Joseph Voje, University of Texas-Pan American

Nicholas Weimer, University of Texas-Pan American

3. Security Issues in the Asia-Pacific Region Templeton Suite, 3rd Floor, Union Building

Moderator: Andrew Singer, Naval Postgraduate School

“Post-Mao China: An Examination of Strategy and Military
Advancements”

Miguel Ibarra, The University of Texas at El Paso

“Risky Business: The Long Term Impact of the Obama
Administration’s Pacific Pivot”

Jacob Wellman, University of New Mexico

3:00 pm - 3:15 pm Break

3:15 pm - 4:15 pm **Keynote Address**
Tomás Rivera Conference Center, 3rd Floor, Union Building

Introduction

Joseph Gordon, IAFIE Chair

Keynote Speaker

Mr. Edward Regula

Chief, Border Intelligence Fusion Section, El Paso Intelligence Center

Topic: “Intelligence Integration for Complex Endeavors”

4:15 pm - 4:30 pm **Break**

4:30 pm - 6:00 pm **Late Afternoon/Early Evening Sessions**

4. Special Programs and Other Educational Opportunities Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: William Spracher, National Intelligence University

“An Evaluation of the UTPA Got Intelligence? Summer Program”

et al.: IAFIE Conference Program
Sandra Hansmann, University of Texas-Pan American
Nicholas Weimer, University of Texas-Pan American

“Lessons Learned from Intelligence Internships from Three Midwest Universities”

Christopher Martin, Advanced Technical Intelligence Center

5. Games and Scenario Building

University Suite, 3rd Floor, Union Building

Moderator: Michael Collier, Eastern Kentucky University

“The Threat of Domestic Biological Terrorism: Fact or Fiction?”

Stacy Langston, The University of Texas at El Paso

“An Educational Board Game to Teach Rudiments of Intelligence in an Airport Context”

Arnaud Palisson, Aéroports de Montréal, Canada

6. Game Theory for Risk-Based Randomization in Security: Methods and Applications

Templeton Suite, 3rd Floor, Union Building

Moderator: David Jimenez, Penn State University

Eric Gutierrez, The University of Texas at El Paso

Towhidul Islam, The University of Texas at El Paso

Christopher Kiekintveld, The University of Texas at El Paso

Oscar Veliz, The University of Texas at El Paso

6:00 pm - 7:15 pm **Cocktail Reception**
3rd Floor Foyer, Union Building

Hosts

IAFIE Board of Directors

7:15 pm - **Free Evening - Cincinnati Entertainment District**

TUESDAY, MAY 21, 2013

7:00 am - 4:00 pm **Registration**
Tomás Rivera Conference Center, 3rd Floor, Union Building

7:30 am - 7:45 am **Opening Remarks**
Tomás Rivera Conference Center, 3rd Floor, Union Building

Joseph Gordon, IAFIE Chair

7:45 am - 9:15 am **Morning Sessions**

7. Issues in Intelligence Studies

Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: William Spracher, National Intelligence University

“The Future of Intelligence Studies”

Anthony Glees, University of Buckingham, UK

“Ivory Tower or Mean Streets? The Role of Professional Experience
in

Faculty Qualifications for Intelligence Studies Courses and
Programs”

Jonathan Smith, Coastal Carolina University

8. Professional Issues: An International View

University Suite, 3rd Floor, Union Building

Moderator: Alan Breakspear, Independent Scholar

“Talking Truth to Power for the Intelligence Professional: Feeling the
Fear and Doing it Anyway!”

Janine McGruddy, University of Otago, New Zealand

“International Perspectives on the Discipline and the Professional”

Brett Pepler, Australian Institute of Professional Intelligence Officers

9. Lessons from British Intelligence History

Templeton Suite, 3rd Floor, Union Building

Moderator: Larry Valero, The University of Texas at El Paso

“HUMINT and Air Power: The British in Malaya”

William Dean, U.S. Air Command and Staff College

“The British State and the Irish Rebellion of 1916: An Intelligence
Failure or a Failure of Response?”

Geoffrey Sloan, University of Reading, UK

9:15 am - 9:30 am **Break**

9:30 am - 11:00 am **Late Morning Sessions**

10. Intelligence Interviewing and Interrogation

Tomás Rivera Conference Center, 3rd Floor, Union Building

et al.: IAFIE Conference Program
Moderator: Mark Lowenthal, The Intelligence & Security Academy

Steve Frelke, HUMINT Training - Joint Center of Excellence, Ft
Huachuca, AZ

Steve Kleinman, The Soufan Group

Christian Meissner, The University of Texas at El Paso

11. Issues in Border and Mexican Security University Suite, 3rd Floor, Union Building

Moderator: David Jimenez, Penn State University

“Propaganda in Mexico’s Drug War”

America Guevara, ManTech International Corporation

“A National Security Threat: Mexican Transnational Criminal
Organizations

and the U.S. Gang Nexus”

Jose Jimenez, The University of Texas at El Paso

21st “The Mobile Sensor Network: Delivery of Border Intelligence in the
Century”

Brandon Sanders, James Madison University

12. Challenging Pedagogical Issues Templeton Suite, 3rd Floor, Union Building

Moderator: Michael Collier, Eastern Kentucky University

“OSINT, New Technologies, and Education: Tackling Expanding
Threats and Opportunities”

Libor Benes, Independent Scholar

“Evaluating Online Intelligence Courses”

Alexandra Luce, Justice Institute of British Columbia

“Strengthening Intelligence Education Curriculum with Information
Processing and Knowledge Organization Competencies”

Yejun Wu, Louisiana State University

11:00 am - 11:15 am **Break**

11:15 am - 12:15 pm **Special Conference Session
Tomás Rivera Conference Center, 3rd Floor, Union Building**

Introduction

Joseph Gordon, IAFIE Chair

Guest Speaker

Michele Spires, Military Programs, American Council on Education

Topic: "Advancing the Intelligence Profession: Cultivating and Leveraging Military Education and Training"

12:15 pm - 12:30 pm **Break**

12:30 pm - 1:30 pm **Lunch**

Tomás Rivera Conference Center, 3rd Floor, Union Building

Introduction

Joseph Gordon, IAFIE Chair

Special Announcement: *Bosnia, Intelligence, and the Clinton Presidency*

Timothy Walton, James Madison University

Welcome to UTEP!

Diana Natalicio, President, The University of Texas at El Paso

Keynote Speaker

The Honorable Caryn Wagner, former Undersecretary for Intelligence and Analysis, U.S. Department of Homeland Security

Topic: "Unfinished Business from the Intelligence Reform and Terrorism Prevention Act of 2004"

1:30 pm - 1:45 pm **Break**

1:45 pm - 3:15 pm **Afternoon Sessions**

13. Authors' Roundtable

Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: William Spracher, National Intelligence University

"Intelligence: The Unseen Instrument of Governance," chapter in *Governance and Security as a Unitary Concept* (Rippon & Kemp, eds.)

Alan Breakspear, Independent Scholar

De l'espionnage au renseignement

Frank Bulinge, Institut Supérieur du Commerce, Paris School of Management

Intelligence and Government in Britain and the United States (2 vols.)

Philip Davies, Brunel University, UK (Proxy - Alan Breakspear)

The Lockwood Analytical Method for Prediction (LAMP): Theory and Practice

Jonathan Lockwood, Lockwood Research Associates

Offensive and Defensive Security: Concepts, Planning, Operations, and Management

Harry Nimon, Henley-Putnam University

Analytic Writing Guide

Randolph Pherson, Pherson Associates

Manuale D'Intelligence

Antonella Colonna Vilasi, Research Center on Intelligence, Italy

14. Security Threats to Higher Education

University Suite, 3rd Floor, Union Building

Moderator: Marilyn Peterson, Defense Intelligence Agency

Jake Alder, Federal Bureau of Investigation, El Paso Field Office

Kimberly Carrillo, Federal Bureau of Investigation, El Paso Field Office

15. Innovation and Curriculum Development

Templeton Suite, 3rd Floor, Union Building

Moderator: Robert Smith, ProtectionMetrics LLC

“Building an Intelligence Education Program at Marymount University Course-by-Course”

William Costanza, Marymount University

“Innovation in the Classroom: The JMU Experience—So Far”

Timothy Walton, James Madison University

3:15 pm - 3:30 pm **Break**

3:30 pm - 4:30 pm **Keynote Address**

Tomás Rivera Conference Center, 3rd Floor, Union Building

Introduction

Joseph Gordon, IAFIE Chair

Keynote Speaker

Brigadier General (Retired) Scott Bethel

Former Vice Commander, U.S. Air Force Intelligence, Surveillance, and Reconnaissance Agency

Topic: “The Mission and Future Challenges Facing the Air Force ISR Agency”

4:30 pm - 4:45 pm **Break**

4:45 pm - 6:15 pm **Early Evening Sessions**

16. Critical Thinking and Intelligence Analysis: A Roundtable
Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: Michael Collier, Eastern Kentucky University

Joseph Gordon, National Intelligence University
Randolph Pherson, Pherson Associates
John Pyrik, Privy Council Office, Canada

17. Analytic and Prediction Problems
University Suite, 3rd Floor, Union Building

Moderator: Andrew Singer, Naval Postgraduate School

“Dealing with the ‘Analytic Deficit’ in the Age of Big Data”
Scott Ainslie, IBM Australia

“Automated Trading in Prediction Markets”
Anamaria Berea, George Mason University

18. Lessons from History
Templeton Suite, 3rd Floor, Union Building

Moderator: Larry Valero, The University of Texas at El Paso

“Intelligence Analysis and the Bureau: The Evolution of Analysis and the Analyst Position in the FBI, 1908-2013”
John Fox, Federal Bureau of Investigation

“Planes, Plans, Plots: How They Found the Missiles”
David Keithly, Joint Forces Staff College

“Bearing Silent Witness: A Grandfather's Secret Attestation to German War Crimes in Occupied France”
McKay Smith, George Mason University School of Law

6:15 pm - **Free Evening - Cincinnati Entertainment District**

WEDNESDAY, MAY 22, 2013

8:00 am - 4:00 pm **Registration** et al.: IAFIE Conference Program
Tomás Rivera Conference Center, 3rd Floor, Union Building

8:45 am - 9:00 am **Opening Remarks**
Tomás Rivera Conference Center, 3rd Floor, Union Building

Joseph Gordon, IAFIE Chair

9:00 am - 10:30 am **Morning Sessions**

19. Teaching Denial and Deception
Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: Robert Smith, ProtectionMetrics LLC

Nikolas Gardner, Royal Military College of Canada
Eric Shoemaker, American Military University

20. Fusion Centers: Issues and Challenges
University Suite, 3rd Floor, Union Building

Moderator: Mark Lowenthal, The Intelligence & Security Academy

“Intelligence Sharing and Fusion Centers: The Experience of the State of New Mexico”
Melissa Arciero-Durr, New Mexico Department of Homeland Security and Emergency Management

“Enhancing the Quality of Analysis in Fusion Centers”
Katherine Pherson, Pherson Associates
Roy Sullivan, Pherson Associates

“The Mission and Operation of the MATRIX - El Paso Fusion Center”
Nicholas Emerick, El Paso Police Department
Gregory Furr, El Paso Police Department
Marlo Tena-Moreno, El Paso Police Department

21. Financial Intelligence and Risk Analysis
Templeton Suite, 3rd Floor, Union Building

Moderator: Marilyn Peterson, Defense Intelligence Agency

“Red Flags and Black Markets: Trends in Money Laundering and the Global Banking Response”
Barry Peterson, Wells Fargo Bank - Global Financial Institutions

“Correspondent Banking Risks”

10:30 am - 10:45 am **Break**

10:45 am - 12:15 pm **Late Morning Sessions**

22. Security along the U.S.-Mexico Border: A Roundtable Discussion
Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: Michael Smith, Vice Provost, The University of Texas at El Paso

Joseph Arabit, Special Agent in Charge, Drug Enforcement Administration,
El Paso Division
Ian Brownlee, Consul General, U.S. Consulate, Juarez, Mexico
Mark Morgan, Special Agent in Charge, Federal Bureau of Investigation, El Paso Field Office
Edward Regula, Chief, Border Intelligence Fusion Section, El Paso Intelligence Center
Colonel Marisa Tanner, USA, Director of Intelligence (J-2), Joint Task Force North

12:15 pm - 12:30 pm **Break**

12:30 pm - 1:45 pm **Lunch**
Tomás Rivera Conference Center, 3rd Floor, Union Building

Introduction
Joseph Gordon, IAFIE Chair

Special Announcement: *Encyclopedia of U.S. Intelligence* (Taylor & Francis Group)
David Keithly, Joint Forces Staff College

2013 IAFIE Outstanding Instructor Award
Presented to Matthew Crosston, Bellevue University

Greetings from the Dean!
Patricia Witherspoon, Dean of the College of Liberal Arts, The University of Texas at El Paso

Keynote Speaker
Ambassador Robert Hutchings, Dean of the Lyndon Baines Johnson School of Public Affairs, The University of Texas at Austin and former Chairman of the National Intelligence Council

Topic: "Comparing NIC 2020 with Global Trends 2030"

1:45 pm - 2:00 pm **Break**

2:00 pm - 3:30 pm **Afternoon Sessions**

23. Hard Problems: Knowledge Diffusion and Ethics
Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: Andrew Singer, Naval Postgraduate School

"Spooks in the Machine: The Ethics and Legality of Training
Intelligence
Officers for Cyber Espionage"
Aaron Brantly, National Democratic Institute for International Affairs

"Occam's Follies: Real and Imagined Biases Facing Intelligence
Studies"
Matthew Crosston, Bellevue University

24. Teaching Criminal and Financial Intelligence
University Suite, 3rd Floor, Union Building

Moderator: Marilyn Peterson, Defense Intelligence Agency

"'The Method to our Madness,' aka Learning by Doing in a Criminal
Intelligence Course"
John Andrews, Florida State University Panama City
Dale Nute, Florida State University Panama City

"Financial Intelligence: Future Uses and Teaching Methods"
Anne Walton, Analysts Compass

25. Critical Thinking and Methodology
Templeton Suite, 3rd Floor, Union Building

Moderator: Michael Collier, Eastern Kentucky University

"Real Case Analysis Methods: Ongoing Experimentation with
Students"
Pierre Memheld, Political Sciences School, Aix en Provence, France

"The Five Habits of the Master Thinker"
Randolph Pherson, Pherson Associates

“A Portable/Practical Comparative Case Study Methodology for Intelligence Practitioners”

Jose Mora Torres, American Military University

3:30 pm - 3:45 pm **Break**

3:45 pm - 4:45 pm **Keynote Address**

Tomás Rivera Conference Center, 3rd Floor, Union Building

Introduction

Joseph Gordon, IAFIE Chair

Keynote Speaker

Major-General (Retired) John Adams, former Chief of the Communications Security Establishment Canada

Topic: “Cyber Security and Cyber Aggression”

4:45 pm - 5:00 pm **Break**

5:00 pm - 6:30 pm **Early Evening Sessions**

26. Organizational Transformation and Reform

Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: Alan Breakspear, Independent Scholar

“The Spring of the French Intelligence Community”

Franck Bulinge, Institut Supérieur du Commerce, Paris School of Management

“Cultural Evolution in Intelligence Reform”

Satgin Hamrah, Boston University

the “Looking for Meaning: Lessons from Mossad's Failed Adaptation to

Post-Cold War Era, 1991-2011”

Tamir Libel, University College Dublin

Post-9/11 “Canada's Response to American Homeland Security Policy in the

Period”

Sara McGuire, McMaster University, Canada

27. Integrating Alternative Intelligence Methodologies in Intelligence Education

University Suite, 3rd Floor, Union Building

Moderator: Michael Collier, Eastern Kentucky University

Jason Anderson, American Military University

Nicole Burtchett, American Military University

Elena Mastors, American Military University

28. Perspectives on Intelligence Education and Training
Templeton Suite, 3rd Floor, Union Building

Moderator: Timothy Walton, James Madison University

“Intelligence, Education, and Service: An Overview of Angelo State University's Intelligence Degree Programs”

John Blumentritt, Angelo State University

John Dailey, Angelo State University

Robert Ehlers, Angelo State University

“Training Intelligence Analysts for the Future: The Dutch Approach”

Bob de Graaff, Utrecht University, The Netherlands

“Building an Intelligence Studies Program”

Robert Heibel, Mercyhurst University

6:45 pm - 8:00 pm **Cocktail Reception**
Centennial Museum and Chihuahuan Desert Gardens

THURSDAY, MAY 23, 2013

8:00 am - 10:30 pm **Registration**
Tomás Rivera Conference Center, 3rd Floor, Union Building

8:30 am - 8:45 am **Closing Remarks and Thank You!**
Tomás Rivera Conference Center, 3rd Floor, Union Building

Joseph Chair Gordon, IAFIE

8:45 am - 10:15 am **Morning Sessions**

29. Human Cognition and Mindsets
Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: Larry Valero, The University of Texas at El Paso

“Neurological Causes of Fixed Mindsets”

Michael Axel, Independent Scholar

“The Role of Neuro-Psychological Studies in Intelligence Education”
Harry Nimon, Henley-Putnam University

30. Special Pedagogical Issues
University Suite, 3rd Floor, Union Building

Moderator: Robert Smith, ProtectionMetrics LLC

“Teaching the Intelligence Process in Other Disciplines Using the
Killing of Bin Laden as a Case Study”
Keith Cozine, St. John’s University

“Teaching about ‘Area 51’? How to Cover Secret Government
Technology and Capabilities in Intelligence Studies Courses”
Armin Krishnan, The University of Texas at El Paso

31. Women and International Security
Templeton Suite, 3rd Floor, Union Building

Moderator: Mark Lowenthal, The Intelligence & Security Academy

“Targeting a Female Audience: American Muslim Women’s
Perceptions of al Qaeda Propaganda”
Esther Solis Al-Tabaa, The University of Texas at El Paso

“The Evolving Role of Women in Mexican Drug Cartels”
Linda Mais, The University of Texas at El Paso

10:15 am - 10:30 am **Break**

10:30 am - 11:30 am **Keynote Address**
Tomás Rivera Conference Center, 3rd Floor, Union Building

Introduction
Joseph Gordon, IAFIE Chair

Keynote Speaker
Brigadier General Linda Urrutia-Varhall, USAF
Director of Intelligence (J-2), United States Southern Command

Topic: “Retooling Defense Intelligence for the New National Security
Threats”

11:30 am - 1:00 pm **Open Lunch - Cincinnati Entertainment District**

1:00 pm - 2:00 pm **Keynote Address**
Tomás Rivera Conference Center, 3rd Floor, Union Building

Introduction

Joseph Gordon, IAFIE Chair

Keynote Speaker

The Honorable Alan Bersin, Assistant Secretary of International Affairs and Chief Diplomatic Officer, U.S. Department of Homeland Security

Topic “Law Enforcement Intelligence: The Need for Transformation”

2:00 pm - 2:15 pm **Break**

2:15 pm - 3:45 pm **Afternoon Sessions**

32. Security Issues in Africa and the Middle and Near East

Tomás Rivera Conference Center, 3rd Floor, Union Building

Moderator: Timothy Walton, James Madison University

“City of Gold, City of Slaves: Slavery in Dubai”

Nicolas Cooper, University of New Mexico

“The Emerging Security Threat in Africa: The Role of Intelligence”

Sunday Ogunlana, West Africa Network for Peace and Security

“Is Iran an Offensive Realist or a Defensive Realist? A Theoretical Reflection on Iranian Motives for Creating Instability”

Rusty Trevino, University of New Mexico

33. Complex Operational Issues

University Suite, 3rd Floor, Union Building

Moderator: Alan Breakspear, Independent Scholar

“Red Teaming the Red Team: Utilizing Cyber Espionage to Combat Terrorism”

Gary Adkins, The University of Texas at El Paso

“Peacekeeping Intelligence”

Tiziano Diamante, Security Branch, Defense General Staff

Headquarters,
Italy

“Multilateral Intelligence Collaboration and Intelligence Oversight”

Janine McGruddy, University of Otago, New Zealand

3:45 pm - 4:00 pm **Break**

4:00 pm - 5:00 pm **IAFIE Business Meeting**
Templeton Suite, 3rd Floor, Union Building

IAFIE Board of Directors
(Open to all IAFIE Members)

5:00 pm - **END OF CONFERENCE**

2013 IAFIE Outstanding Instructor

Dr. Matthew Crosston
Bellevue University



Dr. Matthew Crosston is the Miller Chair for Industrial and International Security and Founder and Director of the International Security and Intelligence Studies (ISIS) program at Bellevue University.

Crosston has authored two well-received books, several book chapters and nearly a dozen peer-reviewed articles in journals like *Journal of Military and Strategic Affairs*, *Comparative Strategy*, *Strategic Studies Quarterly*, *International Politics*, *Journal of Conflict Transformation and Security*, *Journal of Global Analysis*, and *Democracy and Security*.

His research agenda continues to address counter-terrorism, intelligence analysis, failed democratization, and cyber war/ethics while also focusing on new concepts of future conflict. He is currently working on two new book projects that deal with 'Green Intelligence' and Non-Western Intelligence

Cultures.

Crosston has presented on and spoken out across the globe to promote transnational interaction between intelligence agencies that share common interests but are without channels of connectivity as well as fostering greater collaboration between academia and the practitioner community. He came to Bellevue

University in 2010 to develop the ISIS program, an initiative begun under the auspices of USSTRATCOM. Two hallmarks of the ISIS program are the proactive relationship it has with current and former military members and members of the Intelligence Community seeking to continue their education and the aggressive use of high-technology with online delivery methods while not sacrificing intellectual rigor or active learning.

He has a BA from Colgate University, an MA from the University of London, and a PhD from Brown University.

Keynote Speakers

Major-General (Retired) John Adams

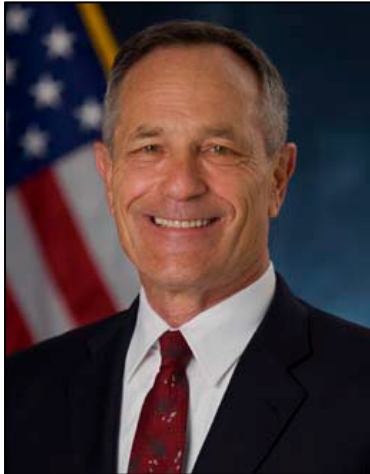
Former Associate Deputy Minister of National Defence, Canada
Skelton-Clark Fellow, Queen's University, Canada



John Adams graduated from the Royal Military College with an Engineering Degree in 1965. A coveted Rhodes Scholarship took him to Oxford University until 1967. He then spent 28 years in the Canadian Forces retiring in 1995 as the Senior Serving Canadian Military Engineer. He remained in the Department of National Defence as the Assistant Deputy Minister Infrastructure and Environment until 1998 at which time he became the Commissioner of the Canadian Coast Guard in the Department of Fisheries and Oceans.

In 2005, he was named the Associate Deputy Minister of National Defence and assumed responsibility for the Communications Security Establishment where he remained until he was named the Skelton-Clark Fellow at Queen's University on 1 Feb 2012.

**Assistant Secretary of International Affairs and Chief Diplomatic Officer
U.S. Department of Homeland Security**



Alan Bersin commenced service as Assistant Secretary of International Affairs and Chief Diplomatic Officer for the U.S. Department of Homeland Security (DHS) on January 3, 2012. As Chief Diplomatic Officer, Mr. Bersin oversees the DHS's international engagement and serves as the principal advisor to Secretary Janet Napolitano in all matters pertaining to international affairs. Additionally, Mr. Bersin serves as Vice President of INTERPOL for the Americas Region and is a member of the INTERPOL Executive Committee, having been elected to those positions at INTERPOL's 81st General Assembly in November 2012.

From 2010 to 2011, Mr. Bersin served as Commissioner of U.S. Customs and Border Protection, a position from which he oversaw the operations of CBP's 57,000-employee work force and managed an operating budget of more than \$11 billion. Mr. Bersin guided CBP's efforts to secure the nation's borders and mitigate threats while expediting lawful trade and travel. In 2009, Mr. Bersin served as Assistant Secretary and Special Representative for Border Affairs in the Department of Homeland Security. In this capacity, he served as Secretary Napolitano's lead representative on border affairs and strategy regarding security, immigration, narcotics, and trade matters as well as for coordinating the Secretary's security initiatives along the nation's borders.

Prior to his service with DHS, Mr. Bersin served as Chairman of the San Diego County Regional Airport Authority, having been appointed by San Diego Mayor Jerry Sanders in December 2006 and subsequently confirmed by the San Diego City Council. Previously, Mr. Bersin served as California's Secretary of Education between July 2005 and December 2006 in the Administration of Governor Arnold Schwarzenegger. Governor Schwarzenegger also appointed Mr. Bersin to the State Board of Education, where until 2009 he served as a member confirmed by the California State Senate. Between 1998 and 2005, Mr. Bersin served as Superintendent of Public Education in San Diego, where he launched a major reorganization of the nation's eighth-largest urban school district strategically to focus its resources on instruction and the modernization of business infrastructure in order to support teaching and learning in the classroom. In a related capacity statewide, Mr. Bersin served between 2000 and 2003 as a member and then Chairman of the California Commission on Teacher Credentialing. Prior to becoming Superintendent in San Diego, Mr. Bersin was appointed by President Bill Clinton to serve as the United States Attorney for the Southern District of California and confirmed in that capacity by the U.S. Senate. Mr. Bersin served as U.S. Attorney for nearly five years and as the Attorney General's Southwest Border Representative responsible for coordinating federal law enforcement on the border from South Texas to Southern California.

Mr. Bersin previously was a senior partner in the Los Angeles law firm of Munger, Tolles & Olson, where he served on the firm's policy and compensation committees, chaired the committee overseeing the firm's extensive program of pro bono legal services, and was principally responsible for developing the firm's innovative paralegal program. At Munger, Tolles & Olson, Mr. Bersin specialized in complex RICO, securities, commercial and insurance litigation before state and federal trial and appellate courts. He is a member of the California and Alaska bars.

Other professional experience includes employment as Special Counsel to the Los Angeles Police Commission, as Visiting Professor of Law at the University of San Diego School Of Law, as an adjunct professor of law at Boalt Hall, University of California, Berkeley, and at the University of Southern California Law Center, and as a Lecturer at the Stanford University Graduate School of Education. Mr. Bersin served as a member of the Board of Overseers for Harvard University (2004-2010) and is a member of the Council on Foreign Relations and the Pacific Council on International Policy.

In 1968, Mr. Bersin received his A.B. in Government from Harvard University (*magna cum laude*). He was elected to the Phi Beta Kappa National Honor Society and awarded post-graduate scholarships by the National Collegiate Athletic Association and the National Football Hall of Fame. While at Harvard, Mr.

Bersin was selected as a member of the Air-Ivy, All-New England and All-East football teams and was inducted into the Harvard Varsity Club Hall of Fame in 1995. From 1969 to 1971, Mr. Bersin attended Balliol College at Oxford University as a Rhodes Scholar. In 1974, he received his J.D. from the Yale Law School. Mr. Bersin was awarded the degree of Doctor of Laws (Honorary) by the University of San Diego in 1994, by California Western School of Law in 1996, and by the Thomas Jefferson School of Law in 2000. He is fluent in Spanish.

Brigadier General (Retired) Scott A. Bethel

Former Vice Commander of the U.S. Air Force Intelligence, Surveillance, and Reconnaissance Agency



Brigadier General Scott A. Bethel, USAF (Retired) is an Intelligence Surveillance and Reconnaissance leader with 27 years of education, training, intelligence, cyber, kinetic targeting, and unmanned vehicle operations experience.

Currently, he is the Vice President for Intelligence Education and Training for JMark Services—a Training and Education Company. He is also Senior Vice President for Governmental Affairs at Delta Risk—a Cyber Policy, Strategy, and Operations Company. He is also Visiting Distinguished Practitioner of Intelligence at Angelo State University and pursues a number of community initiatives in San Antonio and San Angelo Texas.

He is at the center of government and industry solutions for cyber and intelligence training, education, and strategy. His most recent government position was as Vice Commander, Air Force Intelligence, Surveillance and Reconnaissance Agency (AFISRA) where he oversaw the organization, training and equipping of assigned forces to conduct intelligence and cyber operations for the United States Department of Defense. He was the senior operator for the Air Force Distributed Common Ground Station (DGS) and was the Air Force's Senior Targeting Officer. He served as the commander of the 17th Training Wing where he was in charge of the initial training for all U.S. Air Force intelligence and cyber-intelligence personnel. His other assignments include Deputy Director of Operations for Technical Training at the U.S. Air Education and Training Command where he was responsible for all initial skills training of Air Force personnel in all career fields. During his three years in this role he was responsible for placing more than 100,000 new recruits into the U.S. Air Force fully trained. He has also held various command, staff, and budget positions at all levels including Headquarters U.S. Air Force. He has spoken and published extensively on the topics of cyber and intelligence strategy, policy and operations as well as on strategic thinking and developing leaders.

Ambassador Robert Hutchings

Dean of the Lyndon B. Johnson School of Public Affairs
The University of Texas at Austin



Robert Hutchings is dean of the Lyndon B. Johnson School of Public Affairs at The University of Texas at Austin. Before joining the LBJ School in March 2010, Hutchings was Diplomat in Residence in the Woodrow Wilson School of Public and International Affairs at Princeton University. He was also faculty chair of the Master in Public Policy program and served for five years as assistant dean of the school.

During a public service leave from Princeton University in 2003-05, he was Chairman of the U.S. National Intelligence Council in Washington. His combined academic and diplomatic career has included service as Fellow and Director of International Studies at the Woodrow Wilson International Center for Scholars, Director for European Affairs with the National Security

Council, and Special Adviser to the Secretary of State, with the rank of ambassador.

Ambassador Hutchings also served as deputy director of Radio Free Europe and on the faculty of the University of Virginia, and has held adjunct appointments at the Johns Hopkins University School of Advanced International Studies and Georgetown University's School of Foreign Service. He is the author of *At the End of the American Century* and of *American Diplomacy and the End of the Cold War*, which was published in German as *als der Kalte Krieg zu Ende war*, along with many articles and book chapters on European and transatlantic affairs.

While chairing the National Intelligence Council, he directed the year-long "NIC 2020" project resulting in a report called *Mapping the Global Future*, examining the forces that will shape world affairs out to the year 2020. His current research springs from that project and aims at developing a global policy agenda, based on a series of structured strategic dialogues over the past two years with leaders in China, Russia, India, Brazil, South Africa, and a dozen other key countries around the world.

Ambassador Hutchings is a director of the Atlantic Council of the United States and of the Foundation for a Civil Society, a member of the Council on Foreign Relations and the British-North American Committee, and an At-Large member of the Association of Professional Schools of International Affairs Executive Committee. A recipient of the National Intelligence Medal and the U.S. State Department Superior Honor Award, he was also awarded the Order of Merit (with Commander's Cross) of the Republic of Poland for his contributions to Polish freedom. He is a graduate of the United States Naval Academy and received his Ph.D. from the University of Virginia.

Edward A. Regula

Chief, Border Intelligence Fusion Section
El Paso Intelligence Center



Edward Regula is currently assigned to the El Paso Intelligence Center as the Chief of the Border Intelligence Fusion Section.

Mr. Regula began his federal service in 1981 as a U.S. Marine and subsequently with the U.S. Navy as a Special Operations Technician; serving in various operational, intelligence, and liaison roles.

Mr. Regula entered service with the Drug Enforcement Administration in 1989; serving in South and Central America as an operational and tactical advisor to host-nation security forces. After returning to the United States in 1995, Mr. Regula was assigned to the El Paso Intelligence Center where he served as a member of various interagency groups evaluating the production, transportation, and distribution of illegal drugs in the Western Hemisphere. In 2001, Mr. Regula returned overseas where he was responsible for planning,

coordinating, and executing interagency and multinational counter-narcotics and intelligence operations in northeastern Thailand and Laos.

From 2005 until 2008, Mr. Regula served as the Manager of the Philadelphia/Camden High Intensity Drug Trafficking Area - Investigative Support Center where he was responsible for coordinating the intelligence activities of more than 20 federal, state, and local law enforcement departments and agencies.

In 2008, Mr. Regula was reassigned to DEA's Office of National Security Intelligence, as the Senior Intelligence Community Officer (Strategy, Plans, and Policy) and Intelligence Division liaison to the Defense

Department and Joint Staff. In this role Mr. Regula performed liaison and senior level representational activities for DEA and the Federal Law Enforcement community on Intelligence Community and Defense boards, committees, and working groups related to Strategy, Plans, and Policy.

In 2011, Mr. Regula was reassigned within DEA HQs to create the Intelligence Strategy & Plans Unit where he served as the Intelligence Division point-of-contact for all DEA and interagency strategic and operational planning; including Interagency Policy Committees, working groups and other Executive Branch activities on matters pertaining to DEA programs, operations and related national security issues.

Mr. Regula is a graduate of the Air War College and a Founding Member of the Strategic Management Forum. He has spoken before various defense, homeland security, public health, and law enforcement audiences on strategy, interagency collaboration, and command and control topics. Mr. Regula's career has been characterized by working in complex and multi-agency environments; accumulating more than 25 years of joint, interagency, and multinational experience.

Brigadier General Linda R. Urrutia-Varhall, USAF Director of Intelligence (J2), United States Southern Command



Brigadier General Linda R. Urrutia-Varhall is the Director of Intelligence, Surveillance, and Reconnaissance, U.S. Southern Command, Doral, Florida.

General Urrutia-Varhall was commissioned in 1984 upon graduation from the U.S. Air Force Academy. After her initial assignments at Offutt Air Force Base, Neb., she was selected to participate in the Professional Military Graduate Intelligence Program in Washington, D.C. Subsequently, she was the first Air Force representative to the National Military Intelligence Center. Her duties included executive support to three Secretaries of Defense and as an international politico-military affairs officer on the Somalia Task Force.

She has held command and staff positions at the wing, major command, headquarters, and joint levels. In 1998, she was selected to command the first Air Force Information Warfare Flight at 9th Air Force/Central Air Forces, Shaw AFB, S.C. She also deployed to Southwest Asia as Chief, Analysis Division, and operations officer for the Joint Intelligence Center at U.S. Central Command Headquarters Forward. In her last assignment, she served as Senior Military Assistant to the Director of National Intelligence.



The Honorable Caryn A. Wagner Former Undersecretary for Intelligence and Analysis U.S. Department of Homeland Security

Caryn Wagner served as the Undersecretary for Intelligence and Analysis in the Department of Homeland Security from February 2010 until December 2012. In that position, she was the senior intelligence advisor to the Secretary and Deputy Secretary; the Department's Chief Intelligence Officer and Chair of the Homeland Security Intelligence Council, comprised of the chiefs of all the intelligence elements of the Department's operating components; and the Information Sharing Executive for the Department, responsible for chairing the Department's Information Sharing and Safeguarding Governance Board and managing its information sharing policies and processes.

Ms. Wagner made significant progress during her tenure in establishing repeatable business processes for the Office of Intelligence and Analysis; in improving basic intelligence tradecraft in the core areas of analysis, collection management and reporting, and counterintelligence; and in maturing information sharing relationships with the National Counterterrorism Center, the Federal Bureau of Investigation, and the National Network of Fusion Centers operated by State and local partners. Immediately prior to her confirmation, Ms. Wagner served on the intelligence agency review team of the Obama-Biden Transition Project and as an instructor in Intelligence Community management for The Intelligence and Security Academy, LLC.

Ms. Wagner retired from federal service (for the first time) from the House Permanent Select Committee on Intelligence (HPSCI) on October 1, 2008, where she served as Budget Director and Cyber Security Coordinator. Prior to that, Ms. Wagner served in the Office of the Director of National Intelligence (DNI) as an Assistant Deputy Director of National Intelligence for Management and the first Chief Financial Officer for the National Intelligence Program (NIP). She accepted this position after serving as the Executive Director for Intelligence Community Affairs (EXDIR/ICA) from April 2004 until May 2005, a position that was eliminated when the Intelligence Reform and Terrorism Prevention Act established the Director of National Intelligence in December 2004. In that capacity, she was responsible for directing the Community Management Staff, which provided strategic planning, policy formulation, resource planning, program assessment and budget oversight for the Intelligence Community.

Prior to becoming the EXDIR/ICA, Ms. Wagner spent more than seven years at the Defense Intelligence Agency (DIA). Her final position was that of the senior Defense Intelligence Agency (DIA) Representative to Europe. She served as the Director, DIA's liaison to the United States European Command (EUCOM) and to the North Atlantic Treaty Organization (NATO) from April 2003 to April 2004. From October 2000 until April 2003, Ms. Wagner served as DIA Deputy Director for Analysis and Production. The Directorate consisted of approximately 2,000 personnel charged with providing high-quality, all-source military intelligence analysis support to the Combatant Commands and deployed U.S. and allied forces; the Chairman, Joint Chiefs of Staff; and the Secretary of Defense. Ms. Wagner was also the Production Functional Manager, responsible for orchestrating defense-related analysis and production by analytic elements of the Military Services, the Combatant Commands, other Defense agencies, and the Commonwealth.

Prior to being appointed the Deputy Director for Analysis and Production, Ms. Wagner headed the Director, Military Intelligence (DMI) Staff from November 1996 to November 2000. In this position, Ms. Wagner conducted military intelligence community planning and was responsible for development and management of the General Defense Intelligence Program (GDIP). She served as an associate member of the Military Intelligence Board (MIB) chaired by the Director, DIA, and oversaw the MIB Secretariat.

Before moving to DIA, Ms. Wagner was the Staff Director of the Subcommittee on Technical and Tactical Intelligence for the HPSCI. Her responsibilities included oversight of all technical collection and processing capabilities in the National Intelligence Program (then the NFIP) and Military Intelligence Program (then JMIP and TIARA). She also served on the Program and Budget Subcommittee in an earlier Congress, with oversight of the GDIP and all counterintelligence programs.

Prior to working on the HPSCI staff, Ms. Wagner was an associate at Booz-Allen and Hamilton, working in the areas of national support to military operations, intelligence planning, and systems architecture development. Ms. Wagner also served as a Signals Intelligence and Electronic Warfare Officer in the United States Army for eight years, serving in Arizona, Texas, and Germany.

Ms. Wagner received a Bachelor of Arts in English and History from the College of William and Mary in Virginia, and a Master of Science in Systems Management from the University of Southern California.

Joseph M. Arabit
Special Agent in Charge
Drug Enforcement Administration
El Paso Division

Special Agent in Charge Joseph Arabit leads the Drug Enforcement Administration's (DEA) El Paso Division, overseeing the daily operations of offices in the West Texas region to include El Paso, Midland and Alpine and the entire state of New Mexico, with offices in Albuquerque and Las Cruces.



Mr. Arabit began his law enforcement career in 1984 with the San Antonio Police Department. In 1988, he was assigned to the San Antonio District Office as a Task Force Officer until 1991, at which time he resigned from the Police Department to begin his career as a Special Agent with the DEA. From 1991 through 1996 he served as a Special Agent in the San Antonio District Office until being re-assigned to the Mexico City Country Office where he remained until 1998, when he was promoted to Resident Agent in Charge of the Mazatlan, Mexico Office.

In 2001, Mr. Arabit transferred to Headquarters, where he held four positions to include; Staff Coordinator, Supervisory Special Agent and Assistant Special Agent in Charge within the Special Operations Division (SOD), and later Executive Assistant to the Chief of Operations.

In November 2004, Mr. Arabit was transferred to the San Antonio District Office as the Assistant Special Agent in Charge where he was responsible for DEA operations in San Antonio, Austin and Waco, Texas. In June of 2007, Mr. Arabit was promoted to DEA's Senior Executive Service and assigned to the Houston Field Division as the Associate Special Agent in Charge.

In October 2008, Mr. Arabit was reassigned to his current position of Special Agent in Charge of the El Paso Division.

A native of San Antonio, Texas, Mr. Arabit earned his Bachelor's degree from Texas State University and a Master of Arts Degree from Webster University.

Ian G. Brownlee
U.S. Consul General
Consulate General of the United States of America, Ciudad Juarez



Ian Brownlee is a 23-year veteran of the Foreign Service of the United States. He became the Consul General in Ciudad Juarez in August 2012, after five years working in policy and senior management positions in the Department of State in Washington, D.C. He focuses on providing excellent service to U.S. citizens seeking consular assistance in Chihuahua, to Mexicans seeking to travel to the United States, and places a particular emphasis on working with Mexican officials to address the economic and security challenges in the state of Chihuahua.

Mr. Brownlee's previous tours in the U.S. Foreign Service include as the Deputy Director of the State Department's Office of Mexican Affairs, as Executive Assistant to the Assistant Secretaries for Western Hemisphere Affairs and Consular Affairs, and in consular management positions in Tegucigalpa, Honduras and San Jose, Costa Rica. His first tour was as a vice consul in Matamoros, Tamaulipas, Mexico.

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Chief Victor Manjarrez, Jr.
Associate Director
National Center for Border Security and Immigration
The University of Texas at El Paso



Chief Victor Manjarrez, Jr. is currently Associate Director of the National Center for Border Security and Immigration at the University of Texas at El Paso. Chief Manjarrez served for more than 20 years in the United States Border Patrol and filled key operational roles both in the field and at Headquarters over the course of his extensive homeland security career.

Most recently in government, Mr. Manjarrez served as the Chief Patrol Agent of Tucson Sector, one of the nation's most dynamic and challenging sectors. In this capacity Mr. Manjarrez was responsible for over 4,000 employees and an annual budget of over \$500 million dollars. Mr. Manjarrez was primarily responsible for the planning and deployment of tactical infrastructure and personnel in Tucson Sector and was a key field representative in the still ongoing post SBInet plans for advanced technology deployment on the Southwest Border. Mr. Manjarrez is uniquely familiar with Tucson Sector, as

earlier in his career he filled the roles of Deputy Chief Patrol Agent and Patrol Agent in Charge of two of Tucson Sector Border Patrol Stations. Earlier in his Border Patrol career, Mr. Manjarrez held numerous managerial and supervisory posts at headquarters and in other Border Patrol sectors across the country.

Prior to serving as Chief Patrol Agent of Tucson Sector, Mr. Manjarrez served as Chief Patrol Agent in El Paso Sector; another of the U.S. Border Patrol's most challenging sectors. In 2009, U.S. Department of Homeland Security Secretary Janet Napolitano appointed Mr. Manjarrez as the Acting Director of Counternarcotics Enforcement (CNE), where he was the primary policy advisor to the Secretary for Department-wide counternarcotics issues and responsible for leading DHS in their efforts to monitor and combat illegal drug trafficking and international narco-terrorism.

In May 1999, Mr. Manjarrez received the U.S. Border Patrol's award for "Excellence in Management" during the 75th Border Patrol Anniversary event in San Diego, California. Mr. Manjarrez received his Bachelor of Arts in Social & Criminal Justice with Honors from Ashford University. Mr. Manjarrez is also a graduate of Harvard University's John F. Kennedy School of Government Senior Executive Fellows Program, as well as a graduate of Harvard-MIT Universities, "Dealing with an Angry Public" Fellows Program. Mr. Manjarrez is currently pursuing a Master's Degree at the American Military University.

Mark A. Morgan
Special Agent in Charge
FBI El Paso Field Office



Mark A. Morgan was appointed as the special agent in charge of the El Paso Division in 2011. Since 2010, he has served as chief of the Strategic Information and Operations Center, Critical Incident Response Group (CIRG).

Mr. Morgan entered on duty as a special agent in 1996 and was assigned to the FBI's Los Angeles Field Office. While there, he was a member of the Eurasian Organized Crime Task Force, the Crisis Response Squad and the Special Weapons and Tactics Team. He is a certified tactical instructor.

In 2002, Mr. Morgan became a supervisory special agent and served as a crisis management coordinator in the Crisis Management Unit in CIRG. In 2005, Mr. Morgan returned to Los Angeles, where he supervised an FBI-led Hispanic Gang Task Force that focused on the emerging presence of two

organized and violent transnational gangs in Southern California. Mara Salvatrucha, or MS-13, and 18th Street. While in Los Angeles, he also supervised the Critical Incident Response Squad, which has administrative and operational oversight of the division's critical incident response resources.

Mr. Morgan was selected in 2007 to serve as the assistant section chief of the National Center for the Analysis of Violent Crime Branch, where he managed the FBI's Behavioral Analysis Units and the Violent Criminal Apprehension Program. In 2008, he became the FBI's deputy on-scene commander in Baghdad, Iraq, where he was responsible for all FBI personnel deployed to Iraq under the auspices of the Counterterrorism Division.

In 2009, he was assigned to the New Haven Field Office as the assistant special agent in charge with responsibilities for the Criminal, Critical Incident Response, Surveillance and Aviation programs.

Mr. Morgan was an active-duty member and reservist in the U.S. Marine Corps. Before joining the FBI, he served as a deputy sheriff in Platte County, Mo., and an officer in the Los Angeles Police Department. He has a Bachelor of Science degree in engineering from Central Missouri State University and a Juris Doctor degree from the University of Missouri-Kansas City.

Colonel Marisa A. Tanner, USA

Director of Intelligence (J2), Joint Task Force North



Colonel Marisa A. Tanner enlisted in the United States Army initiated by a dare from her college friends. She then entered the ROTC Simultaneous Membership Program and received an early commissioning as a Distinguished Military Graduate in Military Intelligence from the University of Delaware. She then served as the Assistant S2 for the 11th Special Forces Group (ABN), U. S. Army Reserve, until she graduated from college. In 1984, she took an oath and reentered the United States Army as an officer on active duty.

Her assignments include: Electronic Counter Measures Platoon Leader, 102nd MI CEWI Bn and Assistant Secretary General Staff, HHC, 2nd Infantry Division, Korea, 1984-1985; Operations Officer, USA Special Security Detachment (ABN) and Battalion S2, 9th BN, 4th Psychological Operations Group (ABN), U.S. Special Operations Command, Ft. Bragg, NC, 1985-1988;

Chief Order of Battle, U.S. Army Combat Support Coordination Team, 1st Republic of Korea Army, Korea, 1989-1990; Assistant S3 and Bravo Company commander, 14th MI Bn, 201st MI Brigade and Brigade S2, 210th Field Artillery Brigade, 1st Corps, Ft. Lewis, WA, 1990-1993; Senior intelligence Controller (PEMC) and the G2 for Joint Readiness Training Center (ABN), Ft. Polk, LA, 1994-1995; G2 Operations officer and Brigade S2, 2nd Infantry Brigade, 101st Airborne Division (Air Assault), 1997-1998; J2 Intelligence Planner, Joint Chiefs of Staff, Pentagon, 1999-2002; Deputy Brigade Commander, 525th MI Brigade (ABN) and Chief of Intelligence 1st Battlefield Coordination Detachment (ABN), 18th Airborne Corps, Ft. Bragg, NC, 2002-2004. She was selected for battalion command and volunteered for recruiting command in Iowa. Col. Tanner was deployed to Qatar and Iraq for Operation Iraqi Freedom. In Qatar she served as the Chief of Intelligence, 1st Battlefield Coordination Detachment (ABN), 18th Airborne Corps, and in Iraq she was the Intelligence Operations Officer for the C3, Multinational Force-Iraq. Additionally, she served as Chief of Mission Command Capabilities Division for the Brigade Modernization Command at Fort Bliss, Texas and most recently as the G2, Deputy Commander-Army/NATO Training Mission Afghanistan/Combined Security Transition Command Afghanistan and the Senior Military Advisor to the Afghan Minister of Defense for Intelligence and the GSG2 for the Afghan National Army.

COL Tanner's military and civilian education include the Military Intelligence Officer Basic and Advanced courses, the Military Tactical and Signal Intelligence Courses and the Psychological Operations Course, United States Army John F. Kennedy Special Warfare Center and School. Additional military schools include the Jumpmaster Course, the Combined Arms and Services Staff School, the Command and General Staff College and the Joint and Combined Staff Officer School, National Defense University Armed Forces Staff College. She was also selected for the U.S. Army War College. She has been awarded an Associate of Arts from Salem College, W. Va., a Bachelor of Science in Business Management from Goldey

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Beacom College, Del., and a Master of Science in Strategic Intelligence from the Joint Military Intelligence College, Defense Intelligence Agency.

Her awards and decorations include the Bronze Star with Oak Leaf Cluster, the Defense Meritorious Service Medal, the Meritorious Service Medal with one Silver Leaf Cluster/one Oak Leaf Cluster, the Joint Service Commendation Medal, the Army Commendation Medal with four Oak Leaf Clusters, the Army Achievement Medal with one Oak Leaf Cluster, the National Defense Service Medal with one Service Star, the Global War on Terrorism Expeditionary Medal, the Global War on Terrorism Service Medal, the NATO International Security Assistance Force Medal, the Afghanistan Campaign Medal, the Korean Defense Service Medal, the Joint Staff Identification Badge and the Parachute and Air Assault Badge.

Guest Speaker

Michele Spires
Director Military Programs
American Council on Education



Michele Spires currently serves as the Director, Military Programs. She has more than 18 years of extensive experience in both military and adult education, including curriculum, course design, development, and execution, incorporating facets of distance learning and "virtual" program service structures. She excels in strategic development, project planning and implementation, outreach initiatives, and policy creation.

She is an active leadership voice in the evaluation of postsecondary learning acquired through formal military/corporate training and military occupational experiences. This includes leading academic teams for site evaluation visits and evaluator recruitment and training. Ms. Spires is a frequent speaker at national, state, and local conferences, addressing topics that range from the evaluation of educational experiences that occur outside of the traditional classroom, nontraditional academic transcripts, and transfer of academic credit for the mobile student.

Prior to her role with ACE, Ms. Spires served as the start-up Executive Director of an off-campus higher education technology center catering to adult students, with live, mediated, satellite, and video-conferencing capabilities for more than 40 degree programs. In addition to the internal administration and management of the Center, she directed external community and corporate outreach, marketed existing programs, expanded curriculum offerings and built industry partnerships throughout the region. Ms. Spires hired and evaluated faculty in collaboration with the main campus deans and chairs. With this process, she also created and facilitated faculty training workshops. Ms. Spires taught courses in interdisciplinary studies, leveraging technology tools such as video conferencing and web content management systems.

She holds a BA in French (SUNY Plattsburgh) and an MS in Educational Leadership (Troy University). She has also completed post-graduate courses with a focus on adult education and curriculum (Nova Southeastern University).

Dr. Joseph Gordon
National Intelligence University



Joseph S. Gordon (COL USAR ret.) (Ph.D. Duke University in European History, MA, University of Maine, BA Bowdoin College in Government) has been the Colin Powell Professor for Analysis at the National Intelligence University since 2005. He has divided his long career between intelligence analysis and operations and education.

He currently teaches intelligence analysis and the seminar on European security issues at the NIU. He also served as the Director of European Studies and the Chair of the Military History and Strategy Department. He taught history previously at the Army War College, Campbell University, and Duke University (also German language).

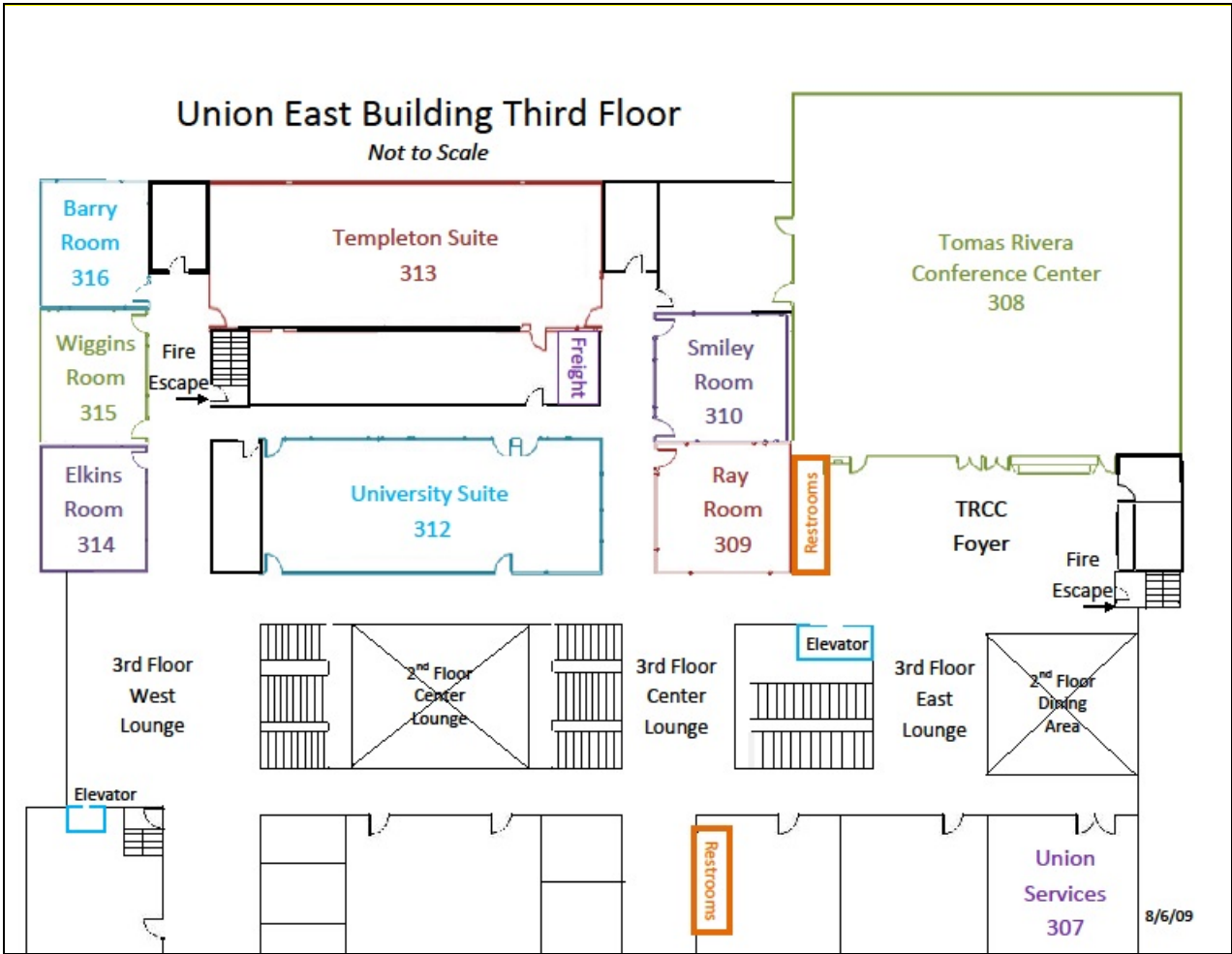
As an analyst he served in the Strategic Studies of the 4th Psychological Operations Group at Ft. Bragg, NC. At DIA, he manned the Eurasia Desk in technology transfer, before transferring to the European division, ultimately becoming the Senior Intelligence Officer for the Balkan Task Force in the pentagon. He deployed to the NATO peacekeeping command in Kosovo. He has served in U.S. embassies in Germany and Bosnia, in addition to representing DIA as its Senior Command Representative at NATO Headquarters, Brussels, Belgium, before returning to the NIU in 2005. As an Army Reserve Intelligence Officer, he commanded an MI Battalion and 2 Strategic MI Detachments.

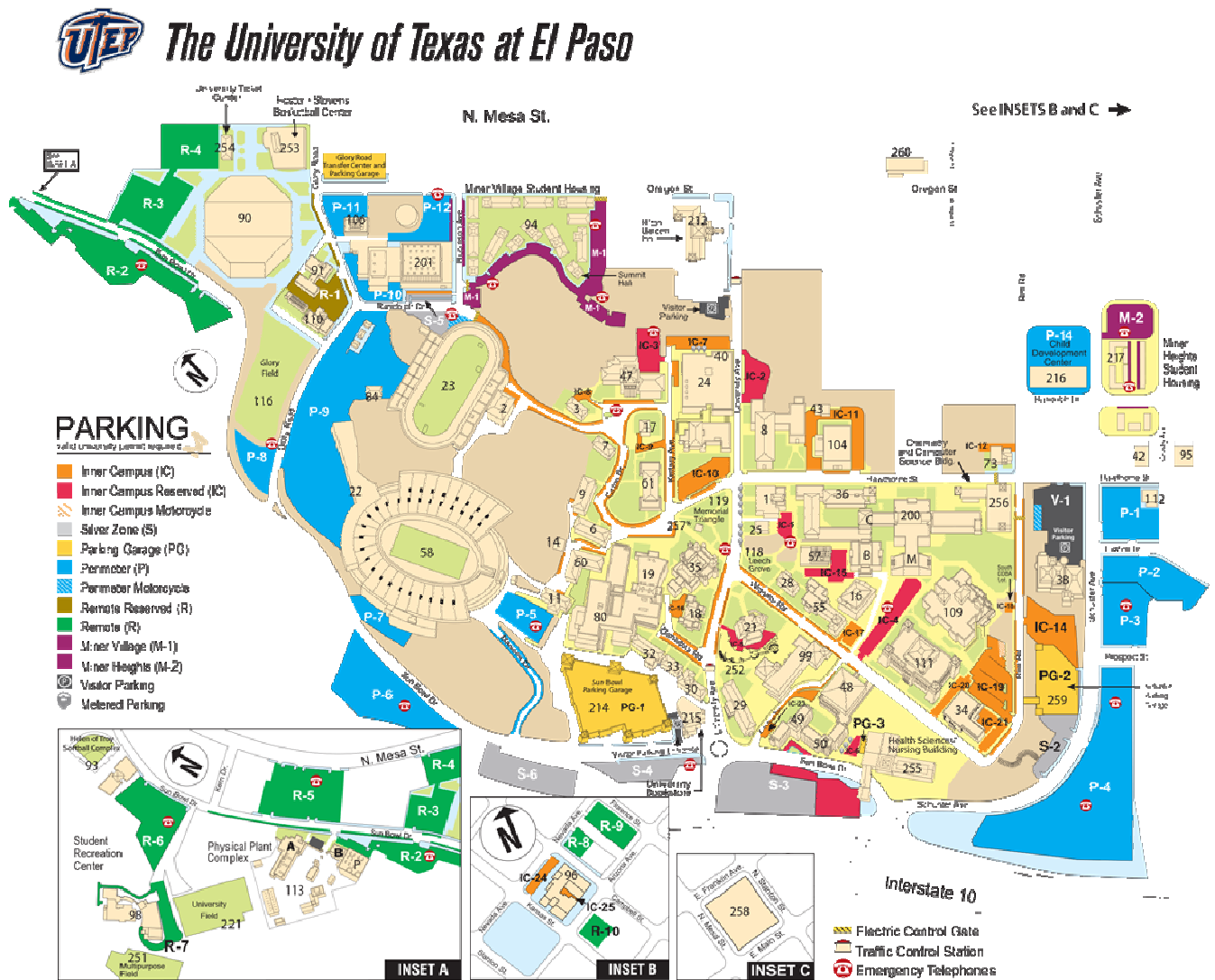
A graduate of the Army Command and General Staff College and the Army War College, he was also a senior research fellow at the National Defense University. He has lectured widely in academic and intelligence venues in Germany, Serbia, the UK, and Bosnia in addition to regularly teaching at the NATO School in Oberammergau, Germany.

He has published extensively in various journals on German studies and psychological operations, and edited a book published by Westview Press in 1987 titled *Psychological Operations: East and West*.

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UNION BUILDING MAP





Campus Building Directory

Academic Advising Center	104	Geological Sciences Building	35	Multipurpose Field (Inset A)	251
Administration Building	1	Glory Field	116	North Energy Plant	106
Barry Hall	49	Graduate Business Center (Inset C)	258	Old Main	9
Bell Hall	53	Graham Hall	3	Parking and Transportation Services	112
Benedict Hall	28	Health Sciences and Nursing Building	255	Peter & Margaret de Wenter Center	25
Bioscience Research Building	16	Helen of Troy Softball Complex (Inset A)	93	Physical Sciences Building	36
Biography Building	200-B	Heritage House	17	Prospect Hall	60
Brumblow Building	91	Hilton Garden Inn	212	Psychology Building	61
Burges Hall	29	Holiday Hall	2	Quinn Hall	6
Business Administration Building	109	Honors House	43	Ross Moore Building	84
Campbell Building (Inset B)	96	Hudspeth Hall	30	Schuster Parking Garage	259
Carl Hertzog Building	34	Kelly Hall	30	Stanley and Gerald Rubin Center / Seamon Hall	11
Centennial Museum	21	Key Shop/Hawthorne Building	73	Student Health Center	40
Center for Inter-American and Border Studies	95	Kidd Field	23	Student Recreation Center (Inset A)	98
Central Energy Plant	57	Kidd Memorial Seismic Lab	14	Sun Bowl Parking Garage	214
Central Receiving (Inset A)	113-B	Larry K. Durham Sports Center	22	Sun Bowl Stadium	58
Chemistry and Computer Science Building	256	Leech Grove	118	Undergraduate Learning Center	99
Chihuahuan Desert Gardens	252	Lech Building	257	Union Complex	24
Child Development Center	216	Liberal Arts Building	8	University Bookstore	215
Classroom Building	200-C	Magoffin Auditorium	19	University Relations	42
Cotton Memorial	18	Memorial Gym	201	University Field (Inset A)	221
Don Haskins Center	90	Memorial Triangle	119	University Library	111
Education Building	47	Metallurgy Building	200-M	University Police (Inset A)	113-P
Engineering & Sciences Complex	200	Mike Loya Academic Services Building	38	University Ticket Center	254
El Paso Natural Gas Conference Center	48	Military Science Building	110	University Towers	260
Facilities Services (Inset A)	113-A	Miner Heights Student Housing	217	Vowell Hall	7
Foster - Stevens Basketball Center	253	Miner Village Student Housing	94	Worrell Hall	33
Fox Fine Arts Center	60	Miners Hall	32		

* Indicates building under construction.

INTERNET CONNECTIVITY

There are no special settings for your device to connect to the UTEP Wireless Network. Since the wireless network is an "Open" network, simply ensure that your wireless device is enabled. Look at the available wireless networks list for "utepwl1" and double-click. After a few moments your device will be on the wireless network and you will be able to authenticate or browse depending on your level of access. The user must open a browser and attempt to view a web page before data traffic will begin to pass. Upon browsing the UTEP wireless login screen will appear and allow you to enter your credentials. After authentication is complete, the browser will be forwarded to the original web page that was requested.

Characteristics:

- Bandwidth per user: 728 kbps ul/dl
- Session time limit: 1 Hour
- Idle Time-out: 30 Minutes

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